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EEO-81-211  
13 July 1981

MEMORANDUM FOR: Deputy Director for Administration

FROM: Director, Equal Employment Opportunity

SUBJECT: Human Relations and Management Course

1. For your information, I am forwarding a compilation of student comments and evaluations of the most recent running of the Human Relations and Management Course--the keystone of the efforts of this Office, in collaboration with the Office of Training and Education, to develop a management cadre sensitive to the impact of societal and cultural attitudes and values on morale, motivation, efficiency, and productivity. Also attached is a review of the Course's purpose and goals.

2. I welcome your thoughts and discussion.



Omego J.C. Ware

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Attachments:  
As stated

## HUMAN RELATIONS AND MANAGEMENT COURSE

### Introduction

The Human Relations and Management Course is designed to develop in participants the ability to recognize and prevent the adverse influence of personal and institutional beliefs, attitudes, and pre-judgements about women, blacks, hispanics, individuals over 40, and the handicapped. The objective of this skill is to prevent these beliefs, attitudes, and prejudices which originate in upbringing, education, and experiences and are perpetuated by behavior, from having an adverse impact on personnel selection, development, utilization and morale, and Agency effectiveness.

The goals of the equal employment opportunity and affirmative action effort in the Agency continue to include the pursuit of a representative Agency population, the development of every employee to his or her full potential, and the effective utilization of all employees in the conduct of the Agency's mission. Efforts to pursue these goals were set by the Director of this Agency with the appointment of a Director of Equal Employment Opportunity, subordinate only to the DCI and DDCI, and with the establishment of the Office of Equal Employment Opportunity in 1975. These efforts continue to have high legal and DCI priority and continue to be actively pursued. Forward movement is evident, but much remains to be done to accomplish these goals and their component objectives.

## HUMAN RELATIONS AND MANAGEMENT COURSE

### Objectives

Through lectures, films, group discussion, and experiential and problem-solving exercises, each participant, at the conclusion of this course, will be able to:

1. Identify, understand, and critically assess self-perceptions and the perceptions of those who are culturally different as a vital factor in the effective and equitable management of the Agency's human resources.
2. Understand the influence of cultural differences and attitudes on interpersonal and managerial relationships and efficiency.
3. Understand, articulate, and implement the Agency's equal employment and affirmative action goals, policy, plans, and programs. Develop the knowledge and skills necessary to satisfy the requirements for which supervisors and managers are held accountable.
4. Identify and analyze the personal and institutional problems and barriers to the successful and full utilization of human resources available to the Agency, both internally and externally.
5. Understand and use the Agency's discrimination complaint system as a tool to improve management and to ensure employee perceptions of equitable treatment.

8-12 June 1981

COURSE EVALUATION

1. Did you gain any new knowledge/awareness from participation in this course? Yes All No \_\_\_\_\_ Please explain.

Across the board - opened my eyes to situations, injustices that I have been involved in.

Sensitivity and awareness to how things are said as well as what is being said by myself and others.

Through interaction, I gained greater appreciation for the difficulty involved in destruction of barriers to a representative workforce. I've always felt that if "they" wanted it, it would exist.

That minority groups have both pride and prejudice.

I think I can honestly say my awareness to certain issues has been increased, particularly in male/female relationships.

You forced someone (myself) not very aware of the feelings of others who are different to be aware and realize more knowledge of other's feelings is needed.

Words, phrases, and actions that trigger reactions and the sensitivities and background of why they do.

Sensitivity to minority concerns from a managerial standpoint.

2. What needs and interests did you have that you hoped would be met by participation in this training? Please specify.

Awareness of EEO problems from a managerial standpoint.

A better understanding of the sensitivities of various cultural groups.

Explore my own prejudices in a safe environment.

The cultural attitudes and values of non-white males.

Better management level understanding of the issues and problems.

Knowledge of unknown prejudices.

Greater awareness that I am now more aware of all the ingredients of the problems and issues of Human Relations.

Learned (as hoped) that there are differing areas of sensitivity in each group/culture/race/etc.

Discover and understand more fully my role as a manager in improving office atmosphere and serving as a counselor.

I came with the expectation to lend insight to the group, but found myself reflecting inward. Positive

Information of others' attitudes and perceptions and an opportunity to voice some of my own.

Opportunity to try to deal with my reactions to those whose comments actions, etc, offend me in some way.

3. Will you be able to apply the knowledge gained to your work assignment? Yes All No        Please explain.

My perceptions and knowledge of the EEO area were enhanced. I will be able to apply this to the work environment.

It will help me to guide my managers with their efforts.

Avoidance of trigger words.

Less charged relationship with women and blacks in the workplace.

In interacting with employees and providing guidance to other managers.

Most definitely. All aspects covered have some relative merit to my particular work environment.

I have a better understanding of the definition of terms and the compliance structure within which such issues can be addressed and resolved.

(4) Will be better able to consider candidates for positions. Knowledge of background (race, etc) will help explain certain features/points in the file.

I recognize cases in my office that are similar to those in our exercises.

Better able to effectively interact with individuals who exhibit biases and prejudices.

4. What presentation, activity, or portion of the course did you find least helpful to you?

That portion dealing with black/white sensitivity.

Complaints process.

- (2) Sociogram about females

Lecture on AAP and the Law. For me a repeat of what I received in MEO.

Ghetto game

Ghetto questionnaire

"Because I am..." exercise

5. What presentation, activity, or portion of the course did you find most helpful to you?

The entire module on Agency EEO policy and goals.

- (2) Background on various cultural groups

- (2) Complaints System

- (4) All role playing and small group activities - the Ghetto game

Difficult to answer - many were useful

- (4) Large groups Task Force exercise

"Because I am..." exercise

Trigger words phrases and mannerisms

6. Were the trainer aids and resource materials helpful?  
Yes All No

Especially films and Ghetto game

Well chosen

7. Do you have additional training needs that you would like to see addressed during this course? Yes 2 No 14  
If yes, please indicate.

More dyad exercises

A continuing refresher in "Awareness"

8. How well did the course fulfill its objectives:
  - a. Assess self-perceptions and perceptions of those who are culturally different? 6.24
  - b. Understand the influence of personal cultural attitudes on interpersonal and managerial relationships? 6.05
  - c. Understand the Agency's affirmative Action policy, goals, and rationale for affirmative action programs? 5.87
  - d. Identify the institutional and attitudinal problems and barriers to the success of the Agency's affirmative action plan goals? 5.68
  - e. Understand the Agency's Discrimination Complaints System, particularly the manager's role? 6.02
9. Please evaluate the course in overall terms of its benefit to you personally: 6.24
10. Suggestions from this training you feel would improve future runnings, please list below. Please comment on logistics, time, sessions, materials, etc.

To reduce notetaking, provide more handouts.

Everyone kept asking for more time - I personally felt that the rapid pace brought out more discussions that were beneficial.

More time for most presentations and group activities.

Continue to be yourselves---you set a wholesome pace and allowed flexibility.

No change - but don't enlarge class size.

Eye of the Storm and Tale of "O" were excellent and spontaneous.